



GEDLING BOROUGH COUNCIL
Strategic Outcomes Planning Model

September 2023



CONTENTS

1. Stage 3 – Interventions	3
APPENDIX 9 – Leisure Centre Assessment and Recommendations	24
APPENDIX 10 – Layout Options and Capital Costs.....	36
APPENDIX 11 – Management Options Appraisal.....	36
Figure 1 – Facility Interventions.....	8
Figure 2 – Arnold Leisure Centre Indicative Layout Plans	10
Figure 3 – Richard Herrod Centre Indicative Layout Plans	14
Map 1 – Leisure Centre Locations	24
Table 1 – Service Interventions.....	16
Table 2 – Evaluation Criteria	20
Table 3 – Revenue Impact Summary	21
Table 4 – Evaluation Scores Summary	22

Glossary	
GBC	Gedling Borough Council
SOPM	Strategic Outcomes Planning Model
PHE	Public Health England
SE	Sport England
DCMS	Department for Digital, Culture, Media and Sport
BMA	British Medical Association
BFS	Indoor Built Facility Strategy
ISFNA	Indoor Sports Facilities Needs Assessment
ANOG	Sport England’s Assessing Needs and Opportunities Guidance
Members	Current leisure centre known users
Centre	Includes leisure centres managed by Gedling Leisure
Facility (ies)	The areas available within a centre such as sports hall, pool, tennis courts, changing rooms etc.
Leisure Activity	Activities people do to relax or enjoy themselves outside of work and other duties.
Physical Activity	Active living, recreational activity, sport, exercise, play and dance.
Sport	“All forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competitions at all levels.” (Council of Europe, 2001).
Lockdown	Lockdown One refers to the period mid-March to mid-May 2020 when physical activity choice was restricted Lockdown Two refers to the period 5th Nov – 2 nd Dec 2020 Lockdown Three refers to the period 4 th January 2021 onwards
Healthy Living	The practice of health enhancing behaviours
Active Travel / Active Transport	‘Active travel’ (or active transportation or mobility) means walking or cycling as an alternative to motorised transport (notably cars, motorbikes/mopeds etc) for the purpose of making every day journeys. ¹
AGP	Artificial Grass Pitch

¹ PHE ‘Working Together to Promote Active Travel’ A briefing for local authorities 2016



Stage 3 - Interventions

1. Stage 3 – Interventions

Identify how the outcomes can be delivered sustainably

1.1. The four steps within this stage are:

Step 1A – consider a range of facility and service interventions across the broad range of provision;

Step 1B – determine the optimal and sustainable mix of facility and service interventions;

Step 1C – explore and identify effective management option(s) to deliver core sport and physical activity services;

Step 1D – establish the key performance indicators (KPIs) for each intervention.

1.2. Facility Interventions

1.2.1. Built Facility Strategy Recommendations

1.2.2. The recommendations for each sport from the Built Facility Strategy are summarised over the next few pages followed by facility recommendations by site.

Swimming Pools – BFS – core recommendations

- There are three leisure facilities that are operated by GBC, which are joint use and are situated at Redhill Academy Education sites in GBC. These are:
 - Carlton Forum Leisure Centre, in the grounds of Carlton Academy
 - Calverton Leisure Centre, in the grounds of Colonel Frank Seeley Academy
 - Redhill Leisure Centre is a dry-side facility only, in the grounds of Redhill Academy
- GBC should hold discussions with Nottinghamshire County Council (NCC) to identify if NCC would be willing to contribute funds to provide swimming pool provision at an alternative site to the existing joint use provision. This would in turn relinquish additional land on education sites to provide additional educational buildings for additional pupil places.
- The discussion needs to be around contributions to replace No 1 Carlton Forum Leisure Centre and 2nd Calverton Swimming Pool. The priority must be Carlton Form Leisure Centre Swimming Pool.
- The Sport England Facility Planning Model identifies that GBC needs to decide how much to invest to provide new swimming pools. However, with the condition survey for Arnold Leisure Centre stating that the centre is nearing end of life and the age and maintenance issues with the Carlton Forum Leisure Centre Swimming Pool, the **recommendation from this analysis is to replace both swimming pools and provide an 8-lane main pool and teaching pool at each of the new facilities.**
- The swimming pools should be replaced at or near the locations provided for the Sport England Facility Planning model runs.
- **Calverton Leisure Centre swimming pool should undergo a full intrusive survey to identify planned maintenance and refurbishment works and costs for the next ten years.**

Sports Halls – BFS – core recommendations

- The recommendation is to provide an 8-court sports hall to replace the existing Carlton Forum Leisure Centre in conjunction with a new 8-lane swimming pool and teaching pool at a location close to Richard Herrod Centre. However, this level of recommended provision is subject to the feasibility of raising appropriate capital funds to meet this need and should be also consider flexibility for wider community use.
- Calverton Leisure Centre and Redhill Leisure Centre sports halls should undergo intrusive surveys to identify planned maintenance and refurbishment works and costs for the next ten years.
- There is a need to reflect the Council's commitment to net zero in 2030. All new sports facilities design specifications will need to include sustainable construction requirements including supply chain consideration. The schemes will need to include EV charging provision and the greening of new safe accessible public realm and pedestrian routes that will include trees and soft landscaping and decarbonisation projects to reduce carbon emissions.

Health & Fitness – BFS core recommendations

- Existing levels of community accessible and affordable fitness suite provision in Gedling Borough should be retained at the Council's sport and leisure facilities as a minimum.
- Before provision of additional fitness facilities are agreed in the future at existing or new facilities there needs to be a full latent demand/needs/business case justification undertaken.

Studios – BFS core recommendations

- Provision of studio space facilities should be considered within new builds/refurbished facilities to ensure sports hall activities are not occupied by fitness classes and sports halls can provide space for the groups and clubs that require the size of the hall e.g., basketball, volleyball, and netball etc.

Squash - BFS core recommendations

- When providing a new leisure centre in the vicinity of the Richard Herrod Centre, the inclusion of two squash courts with moveable walls to provide additional activity use of the squash courts should be considered but not at the expense of high demand activities.

Indoor Bowls - BFS core recommendations

- Gedling Borough Council should consult with Gedling Indoor Bowls Club to discuss the possible reduction in size of the number of rinks from six to three and carry out a feasibility of a new 3-rink indoor green being part of a new leisure centre with sports hall and swimming pool.
- Alternatively, consider seeking alternative accommodation for the club to manage and maintain a 3-rink facility.

Indoor Tennis – BFS core recommendations

- Gedling Borough has not been identified as a priority area by The Lawn Tennis Association (LTA) for provision of an indoor community tennis facility.

Gymnastics – BFS core recommendations

- British Gymnastics has identified one affiliated club in Gedling Borough. Calverton Gymnastics Club deliver from a dedicated facility, their lease expires in May 2023, and they hope to negotiate a renewal at their current site for a further five years. Ensuring the club can continue to deliver from a dedicated facility is a priority, given that they are the only club operating in the area.
- **There is a need to ensure that the gymnastic club can renew its lease, otherwise pressure could be placed on existing sports hall space, if they do not renew.**

General Recommendations

- Ensure that emerging local plan policies specifically seek to protect all indoor sports facilities. This is to ensure against the loss of strategically valuable sports facilities that are available for community use or could contribute to meeting future community needs, unless replaced by equivalent or better provision in terms of quantity and quality in a suitable location.
- Gedling Borough Council needs to work in partnership with schools where sports facilities are provided for community or club use. There is a requirement for formal community use agreements to be in place at existing sites or future school development sites. This is needed to ensure continued community / sports club use of these sites. If this does not occur there will be additional pressure for provision of sports halls for community use in the Gedling Borough Council area.
- There is an identified need for informal community space / centres to provide for sports and physical activity, particularly in the rural areas of the Borough. Where new housing development takes place, consideration should be given to provision of community space / centres to encourage participation in sport and physical activity, particularly for those residents that may not wish to use formal sports facilities or have trouble accessing the formal facilities.
- Where appropriate, Gedling Borough Council and its partners seek to secure developer contributions from strategic developments that could contribute towards the development of strategic facilities, safe walking, running, and cycling routes, and where possible to open up other informal, multipurpose places and spaces where people can be active.

1.2.3. Leisure Centre Assessment and Interventions

1.2.4. Taking into account all the research and insight completed in Stages 1 and 2 and the recommendations of the Built Facility Strategy, a leisure centre assessment has been completed and is included in [Appendix 9](#). The conclusions from this assessment are set out below.

1.2.5. Leisure Centre Recommendations Summary

- **Replace Arnold Leisure Centre** with a new build facility aligned with the original levelling up funding application
- Retain or provide a **separate venue for the Bonington Theatre**
- **Replace Carlton Forum Leisure Centre** with a new build on the Richard Herrod site, incorporating a 3-rink indoor bowls facility
- **Remove Redhill** from the Council Portfolio and work with the Redhill Academy Trust to keep the sports hall and 3G pitches available for community use
- Work with on-site partners Nottinghamshire County Council and Redhill Academy Trust to Undertake an intrusive condition survey of Calverton Leisure to determine the future viability of the site

1.2.6. Other Facility Interventions

1.2.7. The diagram below includes some other facility interventions which have been identified from Stages 1 and 2 of this report, in particular from the public consultation, as encouragement factors to increase participation in physical activity.

Figure 1 – Facility Interventions



1.2.8. Arnold Leisure Centre and Carlton Forum Leisure Centre Replacement

1.2.9. Alliance Leisure has worked with GT3 Architects to develop the layout plans for the two leisure centres.

1.2.10. Arnold Leisure Centre

1.2.11. The total m² of the new leisure centre is 3,905. Currently the plans assume the centre is replaced on the same site, however it is understood that as feasibility develops site options need to be considered to ensure continuity of service.

1.2.12. Proposed facility mix (see [Appendix 10](#)):

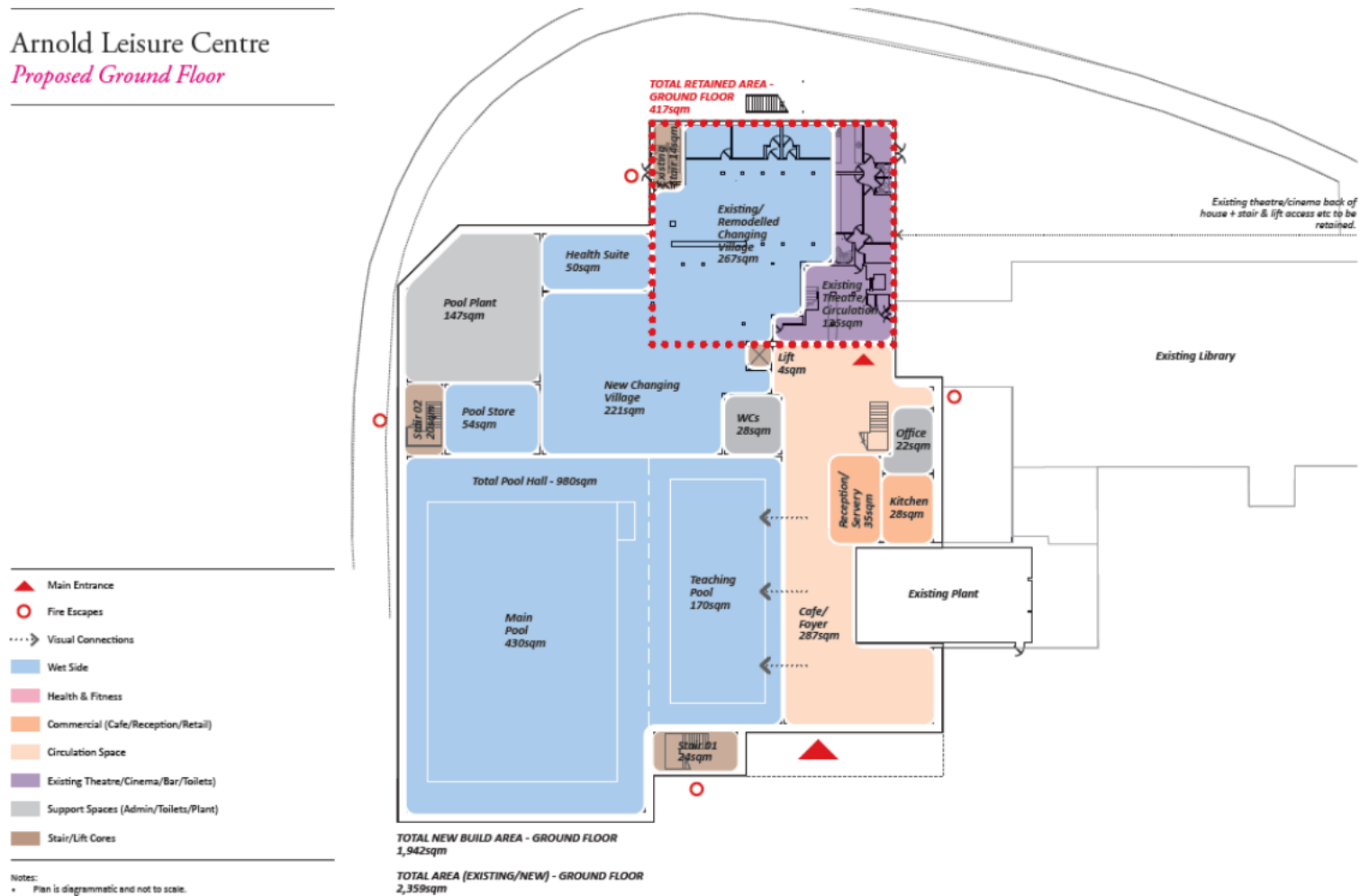
- 8 lane main pool
- Teaching pool
- Gym – c. 120 stations
- 2 x group Exercise Studios
- Spin Studio
- Café linked to reception

1.2.13. The layout plans assume the existing Bonington theatre is protected.

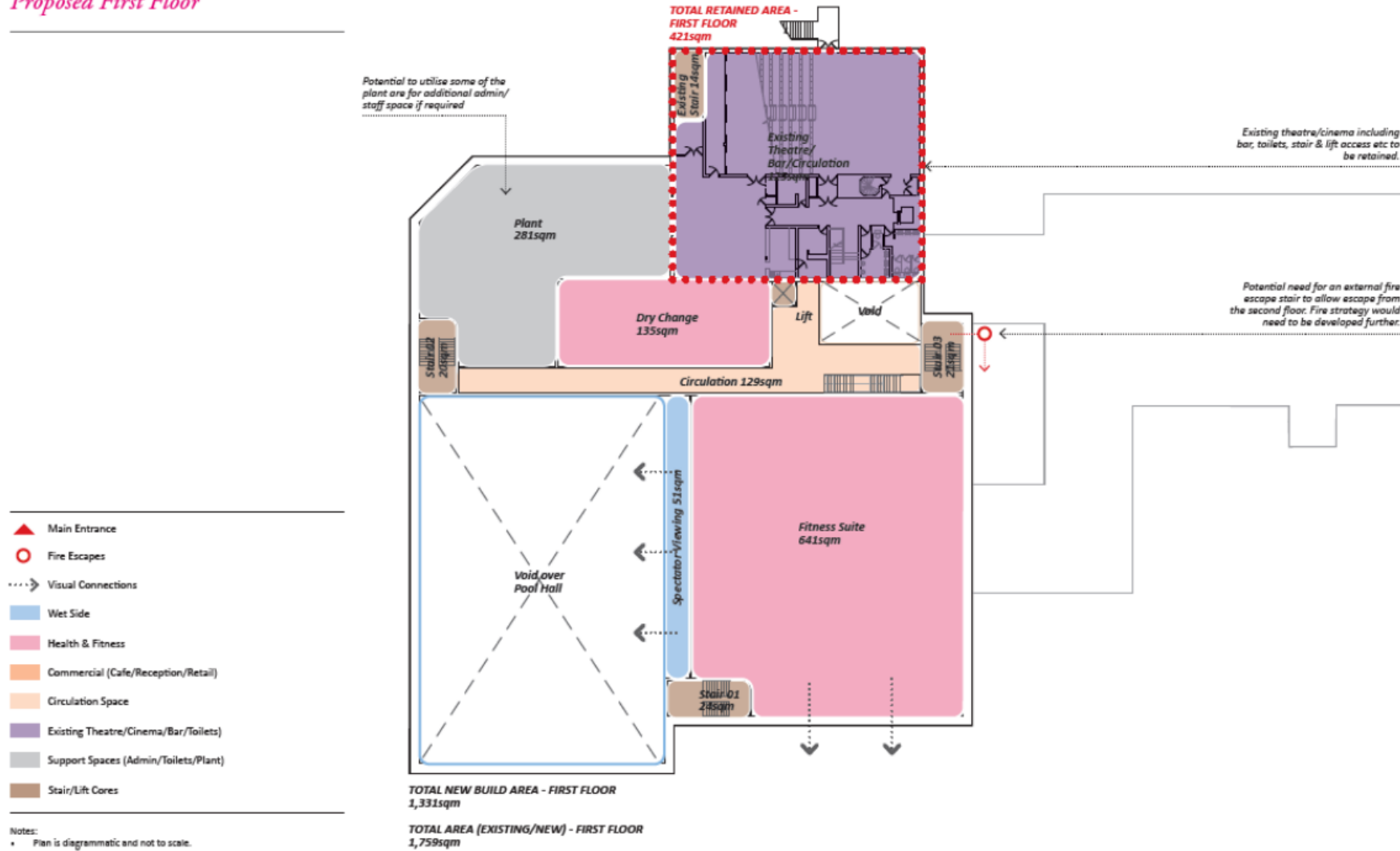
1.2.14. Indicative layout plans are set out below, a supporting document with the initial layout options and capital costs is included in [Appendix 10](#).

Figure 2 – Arnold Leisure Centre Indicative Layout Plans











Arnold Leisure Centre
Proposed Ground Floor



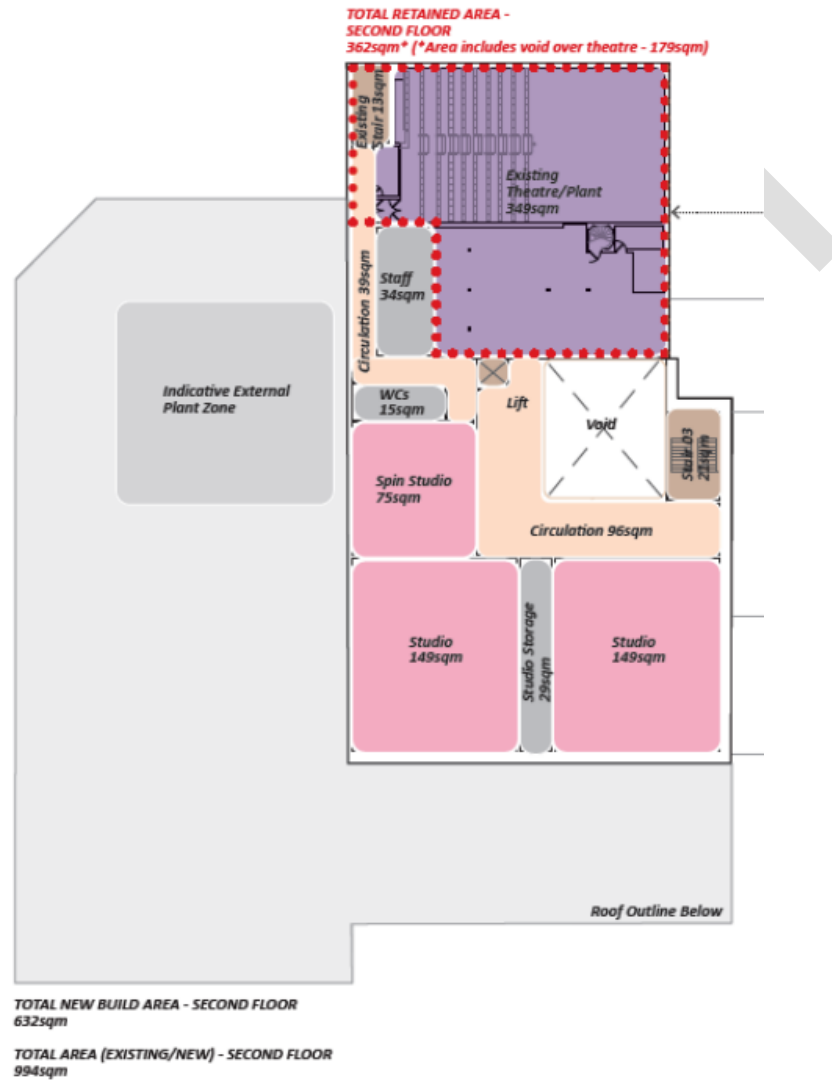
Arnold Leisure Centre
Proposed First Floor



Arnold Leisure Centre
Proposed Second Floor

-  Main Entrance
-  Fire Escapes
-  Visual Connections
-  Wet Side
-  Health & Fitness
-  Commercial (Cafe/Reception/Retail)
-  Circulation Space
-  Existing Theatre/Cinema/Bar/Toilets
-  Support Spaces (Admin/Toilets/Plant)
-  Stair/Lift Cores

Notes:
 • Plan is diagrammatic and not to scale.



1.2.15. Carlton Forum Leisure Centre

1.2.16. The total m² of the new leisure centre is 4,628. Currently the plans assume the centre is replaced on the Richard Herrod site, combining the two facilities into one, which will generate further efficiencies.

1.2.17. Proposed facility mix (see [Appendix 10](#)):

- 8 lane main pool
- Teaching pool
- Gym – c. 100 stations
- Assisted Exercise Suite
- 2 x group Exercise Studios
- Spin Studio
- Community Room – available for a range of sporting/non-sporting activities, community hire, youth services etc.
- Café linked to reception

1.2.18. These initial plans assume the refurbishment of the existing centre, it is not possible within the existing footprint to include a sports hall. Therefore, the Council may wish to consider options with and without a sports hall at the next stage feasibility or explore options of keeping the sports hall on the current school site and maintaining community access.

1.2.19. Indicative layout plans are set out below, a supporting document with the initial layout options and capital costs is included in [Appendix 10](#).

Figure 3 – Richard Herrod Centre Indicative Layout Plans

Richard Herrod Centre Proposed Ground Floor

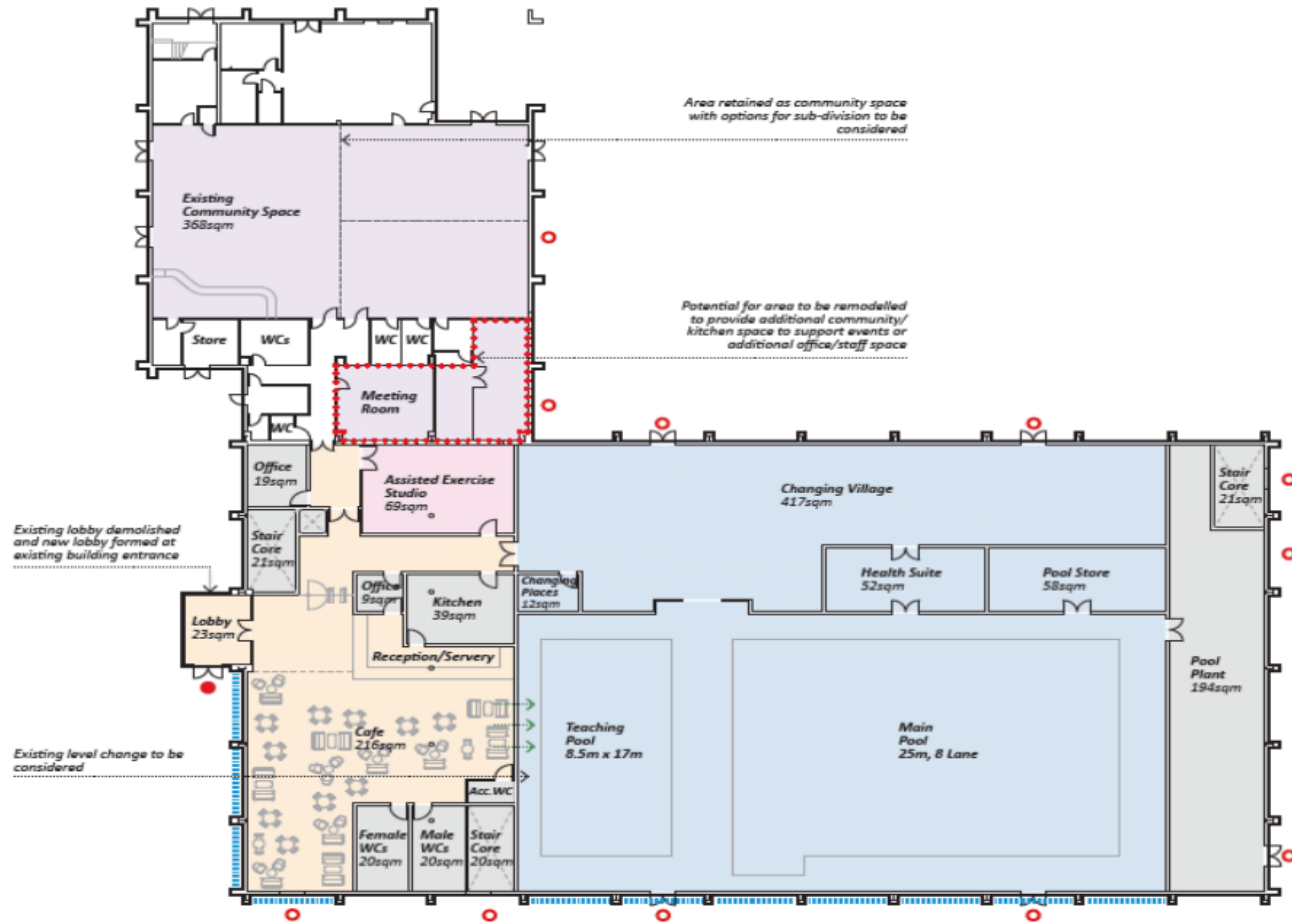
The ground floor provides a new entrance & lobby (23sqm) opening onto a shared reception & servery with large cafe and toilet facilities. A new assisted exercise studio is located close to reception. The existing bowls hall has been converted into a pool hall providing a 25m, 8 lane main pool and teaching pool with unisex changing village, health suite (sauna/steam), store and plant space.

The existing community space is proposed to be retained and refurbished with options for further subdivision to be explored as indicated. There is also potential to convert an existing meeting room + additional rooms to create further usable space including offices, kitchen, meeting spaces etc.

The main extent of remodelling covers 2,314sqm and this area covers the full extent of the new first floor.

- New Entrance
- Potential New Fire Escape
- ▬ Active Facade (New Glazing)
- Visual Connections
- Wet Side
- Bowls Hall
- Health & Fitness
- Commercial
- Community Space
- Support Spaces

Notes:
• Plan is diagrammatic and not to scale.



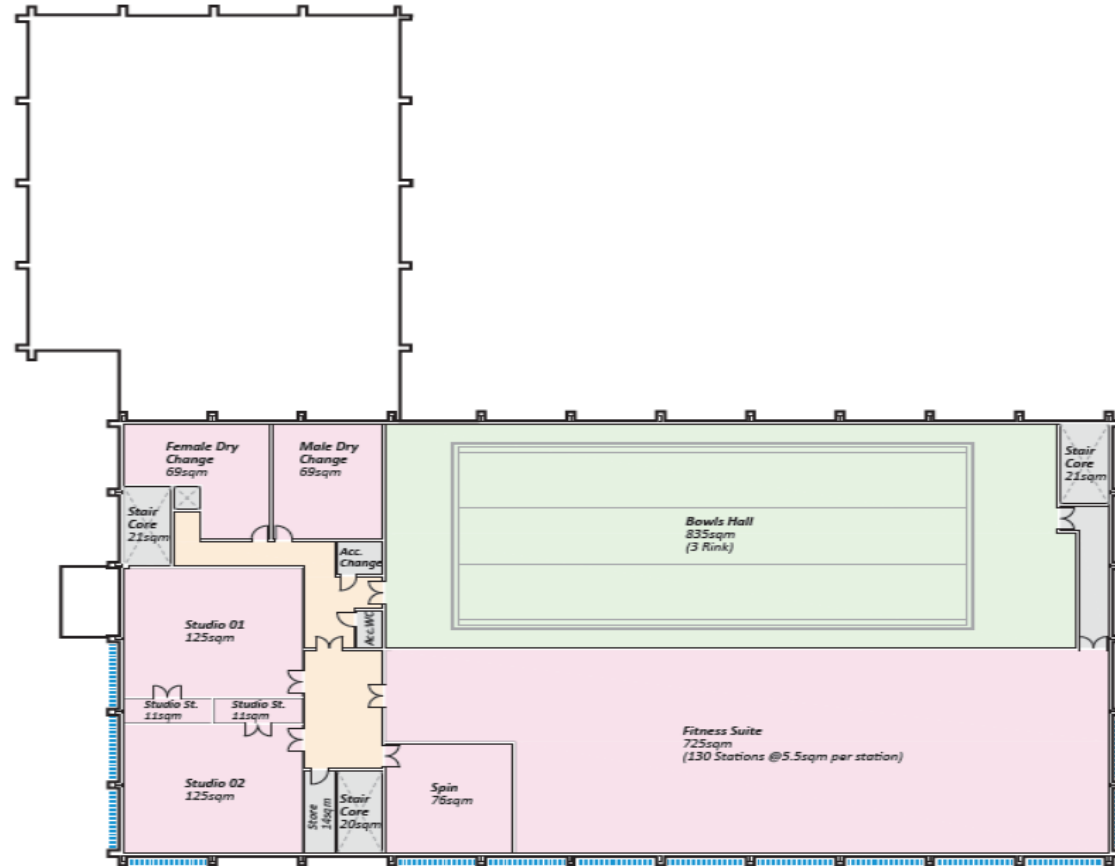
Richard Herrod Centre Proposed First Floor

The new first floor (+5m/5.5m from ground) provides an area totalling 2,314sqm of health & fitness including a large fitness suite, 2no. studios & spin studio with dry changing facilities and a three rink bowls hall.

The changing provision is below the guidance set out by Sport England and spatial requirements would need to be reviewed as part of the any further design development. The fitness suite is oversized based on the initial brief and so there is flexibility with the space available to provide additional changing facilities if required.

- New Entrance
- Potential New Fire Escape
- Active Facade (New Glazing)
- Visual Connections
- Wet Side
- Bowls Hall
- Health & Fitness
- Commercial
- Community Space
- Support Spaces

Notes:
• Plan is diagrammatic and not to scale.



1.3. Service Interventions

1.3.1. The table below includes service interventions to help encourage more people in the Borough to be physically active which have been identified from Stages 1 and 2 of this report and industry best practice.

Table 1 – Service Interventions

Economy	<ul style="list-style-type: none"> • Employers introducing initiatives such as 'activity at work' initiative to encourage 10 minutes of physical activity per day to reduce sedentary working within workplaces to help increase employee health. • Influence pipeline from schools to colleges to work for apprenticeships, work experience, accreditations etc. in leisure services to help improve employment options. • Secure long term funding and resource through private and public investment, including external grants to support opportunities for more people to be active. • Continue to offer concession schemes to attract users from these deprived areas. • Work together with non-traditional partners, rather than in silos.
Community	<p><u>General</u></p> <ul style="list-style-type: none"> • Organised local community physical activity sessions in indoor and outdoor places that residents not interested in leisure centres will feel comfortable and safe in. • Ensure leisure centres provide a safe, welcoming environment and location which is free from discrimination. • Use communications to demonstrate a facility's inclusivity. • Promote social aspects to activity and classes to support the reduction of social isolation and helps motivate, encourage those who lack confidence and/or don't want to attend on their own. • Create a 'buddy' system where individuals can make contact with like-minded people to attend a gym or physical activity sessions together. • Identify community champions/role models to work with in promoting health & wellbeing opportunities. • Secure long term funding and resource through private and public investment, including external grants to support opportunities for more people to be active. • Ongoing engagement and consultation with local communities and specific groups (women, older people, those with a disability) to understand ongoing local barriers and encouragement factors to physical activity. • Consider how leisure services can provide advice, taster sessions and information about what is on in the area to be physically active. • Council funded community-led group physical activities like dancing and walking groups. • Encourage physical activity to become embedded into daily and weekly routines, with a connectedness to the local community and environment. • Promote idea that physical activity is suitable for everyone. • Offer low-cost options to attract those for whom cost is a barrier to participation and key local areas identified for intervention - Killisick, Newstead and Netherfield. • Provide non-traditional and informal opportunities e.g. gardening, dance.

- Improve collaboration between leisure centres, local clubs and voluntary organisations.

Programming

- Programme child and adult activities at the same time so parents/guardians can participate at the same time as their children.
- Promote family activities and neighbourhood initiatives, for example, community gardening or park run.
- Offer family fitness and/or holiday sessions that parents can take part in with their children.
- Consider audience for class timetable e.g. shorter length sessions may be more suitable for new mums, inactive, older people and those recovering from injury.
- Offer activity for parent carers – some way for carers to access exercise with childcare arranged to enable them to have time for themselves to exercise.
- Deliver age specific services within the centres at times that fit local public transport timetable.
- Consider specific programming to improve representation for 65+ e.g. tai chi, yoga, 60+ swimming.
- Offer a variety of ways for disabled users to be physically active.
- Offer classes suitable for beginners and those returning to exercise after a break.
- Encourage users / members to meet up either before or after sessions or classes, to promote the social aspects and share their personal journeys.
- To help people find the right activity for them - Offer and promote different ability sessions or that all abilities are welcome.
- Offer programming for all cultures e.g. women only swimming sessions.

Public Health

- Council leisure centres to grow their coverage in terms of exercise/ health referrals.
- Strengthen relationships between physical activity providers and local health services e.g. social prescribing.
- Increase the knowledge of social prescribing among the physical activity workforce.
- Connect more gyms, pools and leisure facilities to community networks within the local area, providing opportunities for greater cross-sector partnerships.
- Work with public health to provide health literacy and benefits of being physically active and making healthy choices to help reduce childhood obesity, maintain a healthy weight in adulthood and diabetes prevention.

Staff

- More orientation sessions for new users to understand how to use equipment, facilities. Offer inductions to both the centre and equipment to reassure new users that they know where to go, how to use equipment, how to perform exercises and who to ask for help.
- Train staff to give them the skills required (not just technical skills e.g. lifeguarding) to be able to provide confidence & motivation to those people new to sport, fitness, and physical activity.
- Train staff in disability awareness.
- Train staff to be aware of health needs for specific groups through developing empathetic interpersonal, communication skills & knowledge of common health conditions e.g. older users, weight management, dementia friendly.

- Upskill and support front-of-house staff to understand how different audiences might be feeling or what they might like to know when coming into the facility.
- Instructors to welcome people into a class or studio, to allow people to notify them that they are a beginner without doing so in front of a full class.

Information / Comms

- Include a better visual representation of different ages, ethnicities and body shapes in fitness and leisure centre marketing. Use of imagery of 'normal' looking people to overcome perception that leisure centres are 'not for people like me'.
- Provide clear and consistent information about benefits of being physically active. Information to be available in different formats and delivered through a range of communication channels.
- Provide practical information a visitor may want to know prior to attending your facility to help them plan and know what to expect to help them feel more confident using a facility? This should include, but is not limited to:
 - Transport and parking options
 - Changing facilities available
 - Locker requirements (e.g. cost, own padlock required, key code etc.)
 - Accessibility information
 - How to use the booking system (if booking is required)
 - How to find the different areas within your facility (e.g. class studios)
 - Bonington theatre / cinema events
- Utilise your communication channels to demonstrate how your facility is inclusive of everyone, so all residents feel like it is a place for them.
- Use your current members and maximise them to support and encourage new people to sign up, for example through utilising customer case studies, building on the desire to see 'people like me'.
- Provide information available which focuses on the additional benefits of attending a facility, for example providing an energy boost, a way to de-stress, or an opportunity to meet other like-minded people.

Incentivisation

- Consider flexible payment options.
- Offer any kind of trial (free or paid for) to allow users to have a full experience of the facilities before being required to commit to a longer-term investment.
- Offer any pay-as-you-go or one-off options without commitment.
- Offer a 'group exercise-only' package to cater for those who just want to attend classes without having to purchase an all-inclusive package.
- Consider offering membership flexibility, for example, the ability to pause your membership if you're unwell, travelling or taking a break from exercise due to recent childbirth.
- Consider promotions or offers around multiple attendance such as 'join with a friend' or a reward if they introduce someone else to the facility.

Place

- Continue to support, increase and roll out 'green social prescribing' initiative.
- Continue to support and enable training so that residents are proficient in life skills to be active e.g. cycling.
- Ensure better lighting in parks and open spaces.
- Enhance access to existing areas of open space.
- Active environment principals included in new developments e.g. Arnold Town Centre.
- Engage with Council employees and stakeholders to advocate and take part in active travel and active environment initiatives.
- Engage with in-house operating team to promote an environmental culture change in centres e.g. explain to customers environmental benefits of lowering water temperature, not using shower for so long etc.
- Ensure information on active travel routes is easily available and provided in a range of formats so that it is accessible to all.
- Utilise outdoor spaces and parks for sport & physical activity outreach work.
- Improve awareness of local walking, cycling and running routes through maps and branding.
- Run health and wellbeing events in local green spaces.

1.4. **Management Options / Governance**

1.4.1. It is noted that governance may need to be assessed and changed to deliver the most appropriate governance structure going forward to achieve Council outcomes.

1.4.2. A full management options appraisal has been completed and the full report is included in [Appendix 11](#).

1.4.3. An evaluation criteria was agreed with the Council as set out below. This highlights the priorities for the Council with revenue impact having the highest weighting at 30%, followed by delivery of strategic outcomes and capital resources both at 15%.

Table 2 – Evaluation Criteria

	Criteria	Measures	Overall weighting
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including increased usage and participation and working in partnership with communities and partners to deliver strategic outcomes	15%
2	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	10%
3	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis.	5%
4	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	10%
5	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management. The degree to which the facilities and services will be protected. Can effectively collect, record, monitor and report on performance data to inform decision making process. Decision making - Ability to implement changes efficiently and effectively.	10%
6	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%

	Criteria	Measures	Overall weighting
7	Revenue Implications and Value for Money	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service. Ability to demonstrate and deliver value for money	30%
8	Capital resources	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	15%
			100%

1.4.4. Revenue Impact

1.4.5. A detailed assessment of the revenue impact was completed based on the 2023/24 budget, full details are contained in the report, however the summary is set out below.

1.4.6. The latest changes in VAT treatment for local authority leisure services has reduced the financial gap between the different management models. However, the external contractor option is still anticipated to deliver savings in the region of £360k per annum, based on the current portfolio of facilities.

Table 3 – Revenue Impact Summary

Summary Total	In house	LATC	External
Income	-£3,825,400	-£4,001,695	-£4,001,695
Expenditure	£5,315,100	£4,855,387	£4,803,277
Net	£1,943,000	£1,953,455	£1,581,806
Difference		-£10,455	£361,194

1.4.7. Evaluation Scores

1.4.8. A summary of the evaluation scores is set out overleaf.

Table 4 – Evaluation Scores Summary

	Criteria	Measures	Overall weighting	In-House	External Contractor	LATC	In-House	External Contractor	LATC
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: increased usage and participation and working in partnership with communities and partners to deliver strategic outcomes	15%	5	4	5	15%	12%	15%
2	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	10%	4	4	4	8%	8%	8%
3	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis.	5%	5	3	4	5%	3%	4%
4	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	10%	4	4	3	8%	8%	6%
5	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management The degree to which the facilities and services will be protected Can effectively collect, record, monitor and report on performance data to inform decision making process Decision making - Ability to implement changes efficiently and effectively	10%	4	5	4	8%	10%	8%
6	Staffing	Degree of impact on local employment, impact upon staff terms and conditions, future opportunities for staff development.	5%	4	4	4	4%	4%	4%
7	Revenue Implications and Value for Money	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service. Ability to demonstrate and deliver value for money	30%	4	5	3	24%	30%	18%
8	Capital resources	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	15%	4	4	3	12%	12%	9%
			100%	34	33	30	84%	87%	72%

1.4.9. Based on the evaluation criteria and weighting, the external contractor option scores the highest against the Council’s priorities, although the in-house option is only 3% lower.

1.4.10. Whilst financial savings may not be as significant as expected, given recent changes in the public sector leisure sector, the potential saving of £360k per annum equates to £3.6 million over a ten year contract.

1.4.11. External Contractor Summary

1.4.12. The external contractor model scores the highest, from a revenue perspective, across the leisure centres. Whilst its ability to deliver against leisure and health outcomes is not deemed to be as effective as the in-house or LATC options, the Council will have substantial control over this through the contract specification, and if the Council decided to go out to procurement it will be essential to ensure the specification and KPI’s reflect the Council’s priorities and strategic objectives.

1.4.13. The external contractor option offers the best value for money to the Council, with the lowest annual revenue cost offering savings of c.£360k p.a. This is achieved through their economies of scale and national approach to certain areas of service delivery,

such as marketing and fitness. It is also based on the assumption that existing capital, depreciation and finance costs would not transfer to the new operator (these total £281,500 in 2023/24).

1.4.14. A relatively cautious approach has been taken with staff savings as, on transfer, all terms and conditions are protected.

1.4.15. If the Council could further reduce the level of central support costs that remain with the Council after transfer, then additional savings could be achieved with the external contractor model.

1.4.16. **In-house Summary**

1.4.17. The current service delivery is projected to cost the Council £1.94m in 2023/24, higher than the external contractor option.

1.4.18. In-house management now benefits from the change in VAT guidance, enabling councils to treat leisure income as non-business. Consequently, an in-house model is no longer disadvantaged compared to local trusts and external contractors that benefit from VAT relief. The in-house model also benefits from having no irrecoverable VAT costs.

1.4.19. It is expected that, under in-house management, the leisure service would better achieve strategic outcomes due to its local focus, compared to the external contractor option.

1.4.20. Under the in-house option, all risk remains with the Council.

1.4.21. **LATC summary**

1.4.22. The LATC option would also be well placed to deliver against the Council's outcomes and will operate at a comparable operational financial position to the in-house model. However, as a new entity there is slightly more risk involved with this option. It also has significant set-up costs at c.£500k.

1.4.23. If the Council is keen to have greater control over the service and a more bespoke offer, then the LATC is well-placed to provide this, however it will be more expensive to the Council than the external contractor option.

1.4.24. The new VAT guidance has made the LATC option less attractive as income will be comparable to an in-house operation, but it has higher central support costs than the in-house, irrecoverable VAT costs and also has significant set up costs.

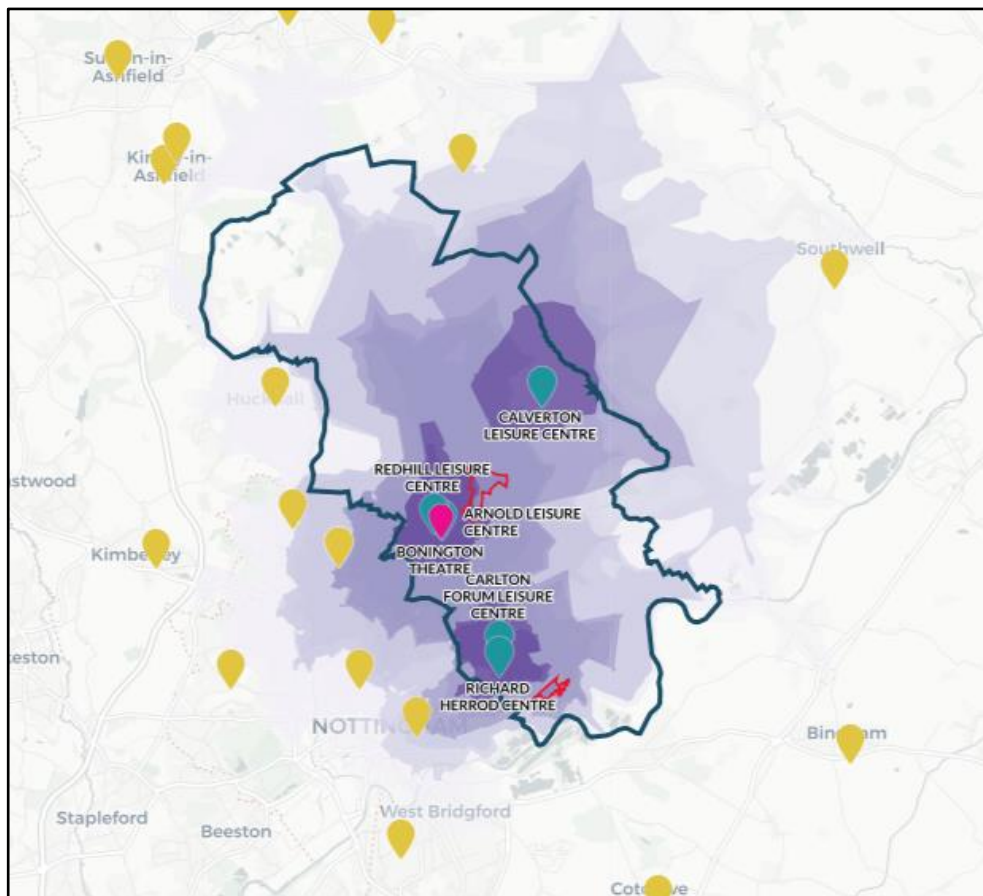
APPENDIX 9 – Leisure Centre Assessment and Recommendations

Leisure Centre Locations

The map below shows the location of each centre, together with the top 20% areas of deprivation by super output area and a 20 minute drive time catchment area. The most deprived areas in the Borough are within a 10-15 minute drivetime of the leisure centres.

Both Arnold, Redhill, Richard Herrod and Carlton Forum are close to the boundary with Nottingham, which has additional Leisure Centre provision (yellow markers) within a 20 minute drivetime of GBC's centres.

Map 1 – Leisure Centre Locations



Site specific analysis

Arnold Leisure Centre	Comments
Location	<ul style="list-style-type: none"> • Located in Arnold to the west of the Borough. • Close to the border with Nottingham City. • High levels of population density.
Indoor built facility strategy comments	<ul style="list-style-type: none"> • Replacement of swimming pool recommended, any new facility should include an 8-lane pool and teaching pool. • Arnold Leisure Centre is in the area of second highest demand for swimming pools both now and in the future. • Existing levels of fitness provision should be retained. • Sufficient studio space provided to ensure sufficient capacity within sports halls. • Following the analysis of quality and the FPM, the main findings are that provision of an 8-court sports hall, at a new leisure centre, at a location close to Richard Herrod Centre to replace the existing sports hall at Carlton Forum Leisure Centre, would be the most sustainable option. Therefore a sports hall at Arnold Leisure Centre is not required.
Demographic profile of users	<ul style="list-style-type: none"> • Good female representation – 54.2%. • Over-representation of 0–14 year olds and 15-24 year olds. • Under-representation of people aged over 25 against profile of the Council area – 45-64 year olds are the most under-represented. • Most deprived decile is over-represented, however Deciles 2 and 3 are under-represented as are Deciles 5-7. • Known users come from an average of seven minutes of the centre.
Summary Financial performance	<ul style="list-style-type: none"> • 2021/22 – net trading deficit - £380k. • Expenditure per visit is high at £5.46, likely to be linked to age and condition of facility resulting in higher than average maintenance and utility costs. Staffing costs are relatively high at 70% of income. • Total swimming and swimming lesson income is very good.
Condition survey findings	<ul style="list-style-type: none"> • Arnold Leisure Centre, built 1982, is approaching end of life. A condition survey undertaken in 2018 identified that a further investment of over £660k over five years.
Specific Engagement comments	<ul style="list-style-type: none"> • Swimming is the activity people do most and is also an activity people want to do more of. • Accessible / good quality facilities most important factor when thinking about doing more physical activity. • Cleanliness was main factor towards increasing physical activity levels. • Facility suggestions for the Borough included: children’s facilities – soft play, creche, kids play etc., facilities for older children/teenagers, outdoor courts, youth clubs. • Social element of being physically active is important.
Commercial Competition	<ul style="list-style-type: none"> • There is significant commercial leisure provision within the Gedling area, including ten soft play centres, seven laser tag facilities and three trampoline parks.
Future considerations	<ul style="list-style-type: none"> • Was part of a LUF fund application in 2022, which was unsuccessful, this included the replacement of the leisure centre in a new location.

Arnold Leisure Centre	Comments
<p>Summary:</p> <ul style="list-style-type: none">• Age and condition of building will need to be addressed or ongoing maintenance costs will continue to rise• Built Facility Strategy highlights the need to replace the swimming pool• There is no need to provide a new sports hall if the centre is replaced• A need to attract more users from older age groups and those living in more deprived areas• A new leisure centre will be more efficient and cost effective to operate and reduce the expenditure per visit• New pool provision will better meet known and future demand for swimming• Adding fitness to the facility offer will support financial position – potential for c.3,100 members• Commercial leisure is well provided for within the catchment area <p>Recommendations:</p> <p>Replace the existing leisure centre with a new build centre with the following facility mix:</p> <ul style="list-style-type: none">• 8-lane main pool• Teaching pool• Gym – c. 120 stations• 2 x group Exercise Studios• Spin Studio• Café linked to reception	

Carlton Forum Leisure Centre	Comments
Location	<ul style="list-style-type: none"> • Located in Carlton to the south/south-west of the Borough. • Close to the border with Nottingham City. • High levels of population density.
Indoor built facility strategy comments	<ul style="list-style-type: none"> • The Council should consider replacing the swimming pool with an 8-lane pool and teaching pool. • Carlton Forum Leisure Centre is in the area of highest demand for swimming pools both now and in the future. • Demand for sports halls is highest in both years in Carlton . • Following the analysis of quality and the FPM, the main findings are that provision of an 8-court sports hall, at a new leisure centre, at a location close to Richard Herrod Centre, to replace the existing sports hall at Carlton Forum Leisure Centre, would be the most sustainable option. • Existing levels of fitness provision should be retained. • Sufficient studio space provided to ensure sufficient capacity within sports halls.
Demographic profile of users	<ul style="list-style-type: none"> • Use by females/males reflects local demographics. • Over-representation of 0–14 year olds and 15-24 year olds. • Under-representation of people aged over 25 against profile of the Council area – 55+ year olds are the most under-represented. • Most deprived decile is under-represented, however Deciles 2 and 3 are over-represented as are Deciles 5-8. • Known users come from an average of 7.2 minutes of the centre.
Summary Financial performance	<ul style="list-style-type: none"> • 2021/22 – net trading deficit - £293k. • Expenditure per visit is high at £5.46, likely to be linked to age and condition of facility resulting in higher than average maintenance and utility costs. Staffing costs are relatively high at 70% of income. • Total swimming and swimming lesson income is very good. • Fitness income below average – latent demand suggests an opportunity to improve the membership base by over 300 members. • Sports hall income - £10.5k per court – below average however reflects dual use nature of site.
Condition survey findings	<ul style="list-style-type: none"> • Over £970k highlighted in condition survey over five years • Known current maintenance issues with draining infrastructure.
Engagement comments	<ul style="list-style-type: none"> • Swimming is the activity people do most and is also an activity people want to do more of. • Accessible / good quality facilities most important factor when thinking about doing more physical activity. • Cleanliness was main factor towards increasing physical activity levels. • Facility suggestions for the Borough included: children’s facilities – soft play, creche, kids play etc., facilities for older children/teenagers, outdoor courts, youth clubs. • Social element of being physically active is important.
Commercial Competition	<ul style="list-style-type: none"> • There is significant commercial leisure provision within the Gedling area, including 10 soft play centres, 7 laser tag facilities and 3 trampoline parks.
Future considerations	N/A

Carlton Forum Leisure Centre	Comments
<p>Summary:</p> <ul style="list-style-type: none">• Age and condition of building will need to be addressed or ongoing maintenance costs will continue to rise• Built Facility Strategy highlights the need to replace the swimming pool• Sports hall provision needed in Carlton• A need to attract more users from older age groups and those living in more deprived areas• A new leisure centre will be more efficient and cost effective to operate and reduce the expenditure per visit• New pool provision will better meet known and future demand for swimming• Improved fitness offer would support growth of membership base to meet latent demand• Commercial leisure is well provided for within the catchment area <p>Recommendations:</p> <p>Replace the existing leisure centre with a new build centre at the Richard Herrod site, with the following facility mix:</p> <ul style="list-style-type: none">• 8-lane main pool• Teaching pool• Gym – c. 100 stations• Assisted Exercise Suite• 2 x group Exercise Studios• Spin Studio• Community Room – available for a range of sporting/non-sporting activities, community hire, youth services etc.• Café linked to reception	

Calverton Leisure Centre	Comments
Location	<ul style="list-style-type: none"> • c.12 minute drive to Arnold from Calverton. • Located on the Newark and Sherwood District Border. • More rural location with lower population density.
Indoor built facility strategy comments	<ul style="list-style-type: none"> • Demand for sports halls in the Calverton area is for 2.3 courts in 2022 and 2.7 courts in 2038 – aligns with the current provision of three courts. • The size of the pool at Calverton excluded it from the FPM assessments.
Demographic profile of users	<ul style="list-style-type: none"> • Use by females/males reflects local demographics. • Over-representation of 0–14 year olds and 15-24 year olds. • Under-representation of people aged over 25 against profile of the Council area. • The two most deprived deciles are under-represented, however, this will be due to its location and lower rates of deprivation in the catchment area. • Known users come from an average of 8.6 minutes of the centre – slightly higher than other centres reflecting the more rural location.
Summary Financial performance	<ul style="list-style-type: none"> • 2021/22 – net trading deficit - £220k. • Expenditure per visit is high at £5.43. Staffing costs are high at 82% of income. • Swimming lesson income is in line with industry benchmarks for in-house centres and is good considering the size of the pool. • Fitness income below average – latent demand suggests there is limited scope for growth in the membership base, therefore financial performance for fitness unlikely to improve significantly.
Condition survey findings	<ul style="list-style-type: none"> • No detailed condition survey available. • Built in 1975, changing rooms refurbished in 2020.
Engagement comments	<ul style="list-style-type: none"> • Swimming is the activity people do most and is also an activity people want to do more of. • Accessible / good quality facilities most important factor when thinking about doing more physical activity. • Cleanliness was main factor towards increasing physical activity levels. • Facility suggestions for the Borough included: children’s facilities – soft play, creche, kids play etc., facilities for older children/teenagers, outdoor courts, youth clubs. • Social element of being physically active is important.
Commercial Competition	<ul style="list-style-type: none"> • There is significant commercial leisure provision within the Gedling area, including ten soft play centres, seven laser tag facilities and three trampoline parks
Future considerations	N/A

Calverton Leisure Centre	Comments
<p>Summary:</p> <ul style="list-style-type: none">• Generally sports hall performance is good and there is limited scope to grow fitness income• Condition survey required to understand ongoing maintenance liabilities <p>Recommendations:</p> <ul style="list-style-type: none">• Undertake a condition survey to understand the ongoing maintenance liabilities, use the findings to determine the future viability of the leisure centre• If significant ongoing liabilities closure could be considered given distance to Arnold, ongoing subsidy with limited scope for growth and relatively low annual usage compared to other centres	

Richard Herrod	Comments
Location	<ul style="list-style-type: none"> • Located in Carlton to the south/south-west of the Borough, close to Carlton Forum Leisure Centre. • Close to the border with Nottingham City. • High levels of population density.
Indoor built facility strategy comments	<ul style="list-style-type: none"> • Provision of an 8-court sports hall at a new leisure centre at a location close to Richard Herrod Centre to replace the existing sports hall at Carlton Forum Leisure Centre would be the most sustainable option. • England Indoor Bowls Association would like to see the Gedling Indoor Bowls Facility protected at the Richard Herrod Centre (six rinks). • If a new leisure centre is considered near the Richard Herrod location, it would be appropriate to provide a reduced indoor bowls facility footprint within the overall leisure centre. • When providing a new leisure centre in the vicinity of the Richard Herrod Centre include two squash courts with moveable walls to provide additional activity use of the squash courts.
Demographic profile of users	<ul style="list-style-type: none"> • Females are under-represented (44.6%) and males over-represented. • There are only two age groups over represented – 55-64 and 65+ - which is reflective of the facility mix. • The centre has no users within Decile 1 (most deprived), decile 2 is under-represented, however, deciles 3 – 5 is over-represented. • Known users come from an average of 6.6 minutes of the centre.
Summary Financial performance	<ul style="list-style-type: none"> • 2021/22 – net trading deficit - £247k. • Highest subsidy per visit. • Expenditure per visit is extremely high at over £30, likely to be linked to age and condition of facility resulting in higher than average maintenance and utility costs, as a dry centre only it will also have lower visits. Staffing costs are relatively high at 76% of income. • Income per visit is higher than average, this is likely to be linked to the bar/events income, linked to relatively low usage from the bowls facility.
Condition survey findings	<ul style="list-style-type: none"> • Significant costs have been identified for Richard Herrod Centre over the next five years - mechanical (£620k), electrical (£362k) and fabric (£202k).
Engagement comments	<ul style="list-style-type: none"> • Swimming is the activity people do most and is also an activity people want to do more of. • Accessible / good quality facilities most important factor when thinking about doing more physical activity. • Cleanliness was main factor towards increasing physical activity levels. • Facility suggestions for the Borough included: children’s facilities – soft play, creche, kids play etc., facilities for older children/teenagers, outdoor courts, youth clubs. • Social element of being physically active is important.
Future Considerations	<ul style="list-style-type: none"> • Bowls club have had a significant drop in members following Covid. • Council has committed to support the club for the next 12 months with a reduction in rent. • Rental income is not expected to be sufficient to cover ongoing utility costs.

Calverton Leisure Centre	Comments
<p>Summary:</p> <ul style="list-style-type: none">• Richard Herrod identified as a site for a new pool and sports hall to replace Carlton Forum• Future of bowls club uncertain• Could consider reducing the indoor bowls provision• Significant investment needed for ongoing maintenance requirements highlighted in the condition survey• Usage of the existing centre is low, with many groups under-represented <p>Recommendations:</p> <ul style="list-style-type: none">• Locate a replacement Carlton Forum Leisure Centre at the Richard Herrod site, incorporating a three rink indoor bowls facility (see Carlton Forum leisure Centre for facility mix)• Either replace existing building or address maintenance issues as part of any re-purposing of the existing site	

Redhill Leisure Centre	Comments
Location	<ul style="list-style-type: none"> • Located in Arnold to the west of the Borough. • Close to the border with Nottingham City. • High levels of population density.
Indoor built facility strategy comments	<ul style="list-style-type: none"> • The BFS considers several scenarios, including the closure of Redhill Leisure Centre. • Redhill Leisure Centre sports halls should undergo intrusive surveys to identify planned maintenance and refurbishment works and costs for the next ten years.
Demographic profile of users	<ul style="list-style-type: none"> • Use by females/males reflects local demographics. • Under-representation of 0–14 year olds and 45+ yrs. • 15-44 year olds are over represented. • Most deprived decile is over-represented, however Deciles 2 and 3 are under-represented as are Deciles 5-7 and 10. • Known users come from an average of 7.2 minutes of the centre.
Summary Financial performance	<ul style="list-style-type: none"> • 2020/21 – net trading deficit - £287k. • Expenditure per visit is above average, likely to be linked to high staff costs at 92% of income. • Fitness income per station is low – performance likely to be linked to dual use nature of site. • Lowest income per visit in the portfolio. • Sports hall income per court is good at £16k.
Condition survey findings	<ul style="list-style-type: none"> • No condition survey available.
Engagement comments	<ul style="list-style-type: none"> • Swimming is the activity people do most and is also an activity people want to do more of. • Accessible / good quality facilities most important factor when thinking about doing more physical activity. • Cleanliness was main factor towards increasing physical activity levels. • Facility suggestions for the borough included: children’s facilities – soft play, creche, kids play etc., facilities for older children/teenagers, outdoor courts, youth clubs. • Social element of being physically active is important.
<p>Summary:</p> <ul style="list-style-type: none"> • Generally sports hall performance is good, and fitness is under-performing • If fitness is provided as part of a new Arnold Leisure Centre, then the gym at Redhill would not be required • Condition survey required to understand ongoing maintenance liabilities <p>Recommendation:</p> <ul style="list-style-type: none"> • Close the fitness offer if a new gym is provided at Arnold • Complete a condition survey of the sports hall • Consider handing the sports hall back to the school and encourage them to operate the sports hall with community access – removing the subsidy for this centre from the Council’s budget 	

Bonington Theatre	Comments
Location	<ul style="list-style-type: none"> • Located in Arnold to the west of the Borough. • Close to the border with Nottingham City. • High levels of population density. • Located within Arnold Leisure Centre.
Demographic profile of users	<ul style="list-style-type: none"> • Theatre users cover a large catchment area, pulling visitors from as far as Mansfield, Newark on Trent, Loughborough and Derby .
Summary Financial performance	<ul style="list-style-type: none"> • 2021/22 net subsidy was £122k. • Expenditure per visit is high at over £11.
Condition survey findings	<ul style="list-style-type: none"> • Being located within Arnold Leisure Centre, the theatre will be impacted by some of the condition issues highlighted for the leisure centre.
Engagement comments	<ul style="list-style-type: none"> • The importance of increasing awareness and promotion of theatre activities and events was highlighted as being important to increase visits.
Future Considerations	<ul style="list-style-type: none"> • As part of the LUF funding application it was proposed that the theatre would be located within a separate culture venue and not within the leisure centre . • The theatre is an important asset to protect.
<p>Summary:</p> <ul style="list-style-type: none"> • A theatre venue should continue to be provided • If Arnold Leisure Centre is replaced, then the provision of a separate theatre building should be considered aligned with the original LUF funding application • It would benefit from increased visibility and accessibility 	

Facility Recommendations Summary

- **Replace Arnold Leisure Centre** with a new build facility aligned with the original levelling up funding application
- Provide a **separate venue for the Bonington Theatre**
- **Replace Carlton Forum Leisure Centre** with a new build on the Richard Herrod site, incorporating a 3-rink indoor bowls facility
- **Remove Redhill** from the Council Portfolio and work with the school to keep the sports hall available for community use
- Undertake an intrusive condition survey of Calverton leisure to determine the future viability of the site

APPENDIX 10 – Layout Options and Capital Costs

See separate document

APPENDIX 11 – Management Options Appraisal

See Separate Document

Disclaimer

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